

Utah's Division of Child and Family Services

Western Region Report

Qualitative Case Review Findings

Review Conducted

March 25-28, 2013

A Report by

The Office of Services Review, Department of Human Services

I. Introduction

The Western Region Qualitative Case Review (QCR) for FY2013 was held the week of March 25-28, 2013. Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners and other interested parties. Reviewers included individuals from the following Utah organizations:

- Marriage Law Foundation
- Children's Service Society

There were 25 cases randomly selected for the Western Region review. The case sample included 20 foster care cases and five in-home cases. Cases were selected from the American Fork, Heber, Nephi, Orem, Provo, Spanish Fork, and Wasatch Mental Health offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (if child was placed in foster care), caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on June 17, 2013 in an exit conference to review the results of the region's QCR. Scores and data analysis were reviewed with the region.

II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review staff members interview key community stakeholders such as foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. On March 19, 2013 OSR staff interviewed individuals and groups of DCFS staff and community partners. DCFS staff who were interviewed included the Regional Director, region administrators, trainers, supervisors, and caseworkers. Community partners interviewed included a guardian ad litem, an assistant attorney general, mental health providers, and a foster parent. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

ASSISTANT ATTORNEY GENERAL AND GUARDIAN AD LITEM

Strengths

Permanency roundtables are being done in the region. They're seeing relatively positive results. Like QCR, permanency roundtables provide an opportunity for outside eyes to look at cases from different angles and brainstorm. It's good for the kids to see everybody trying to find permanency for them.

Judges are paying more attention to Individualized Permanency (IP) goals and asking whether it's really the best goal for the child. When IP is selected as the goal, there's good documentation of compelling reasons for the goal.

Some kids can't remain at home and receive services because private insurance won't pay for residential treatment or long-term mental health services that the child needs. Sometimes requirements such as line-of-sight supervision are more than a typical parent can meet.

DCFS has had a push toward doing more in-home cases whenever possible. In order for this to work and be safe for the client, someone needs to be in the home on a weekly basis.

The AG's office is a well-settled office with very little turnover. The personnel have been the same for several years.

The e-warrant process is working smoothly. E-warrants are much less burdensome than the former process was. They don't have to wait for judges or struggle to get ahold of judges.

Generally the caseworkers do a good job of getting everything to the AG's in a timely manner. Judges are satisfied with the information they're receiving.

There's a strong level of trust between the AG's and the parents' attorneys. Defense attorneys know DCFS and the AG's won't take advantage of their clients.

Child and Family Team meetings are a good way to work through cases and prioritize services. Some hearings and Orders to Show Cause can be avoided if the attorneys attend team meetings.

The casework the attorneys see is reasonably high quality. Most caseworkers do a good job.

Fourth District Court runs very well. Relationships with the DCFS region are exceptional. Drug Court is really strong. There are lots of meetings and conferences where people in the court district communicate and collaborate.

Improvement Opportunities

It's best for clients that GAL's be available to the District Court, but there isn't sufficient funding to allow GAL's to do this. They need additional funding to handle the workload that being in District Court creates.

Children get what they need from the mental health system in terms of treatment, but complex assessments are expensive and just reiterate what was already known. They need quality assessments. Some assessors are good but others are not.

Sex offender treatment for early teens is seriously lacking.

AG's would like to be invited to team meetings more often.

FOSTER PARENT

(Only one foster parent was present)

Strengths

There are lots of people who do good work and support foster parents such as Wasatch Mental Health, resource family consultants, post-adoption workers, cluster groups, etc.

Caseworkers have gotten a lot better at asking for foster parent input before they do a court report, and they ask for the foster parent's input before they type their agenda for the team meeting. Team meetings are also being held more frequently.

As a general rule the services children need can be obtained through Medicaid or a carve-out.

There are great trainings provided by Utah Foster Care Foundation and they offer a large variety.

Caseworkers are really good about making monthly visits to the foster home.

Improvement Opportunities

A local school district tries to push foster children into an alternative high school automatically just because they're foster kids. The burden is on foster parents to prove the child should go to a regular high school. Then if foster kids do anything wrong, they're quickly expelled and sent to the alternative high school.

There are never enough foster homes, and they always need a larger variety of foster homes.

Caseworkers could do a better job of fully disclosing information about the children before they are placed. For example, a foster parent may be told a child has ADHD but not be told he's bipolar.

MENTAL HEALTH PROVIDERS

Strengths

DCFS is more focused on family work and has more of a family mindset. They do more work with the entire family, such as family therapy, rather than just treating the parent or child.

DCFS has always been committed to keeping kids and parents connected throughout the child's time in foster care. The focus has always been on reunification.

The biggest improvement in practice has been the institution of Child and Family Team meetings. Getting everyone around the table has been wonderful. Having everyone involved and looking at cases is good.

Providers feel like they have a voice and caseworkers want the therapist's opinion. Mental health providers are seen as valuable resources, and DCFS values their input.

If there is an issue on a case, they have no problem calling the Regional Director who always responds well. There are several others at the supervisor or administrator level that they feel equally comfortable calling.

There are good relationships between providers and region administrators.

Providers have started having workers and foster parents attend the first session so they can get more information before they start treatment.

Improvement Opportunities

The providers would like to see DCFS be more inclusive of people who could be on the team such as extended family, ecclesiastical support, and other caring adults in the child's life.

DCFS should ask for the therapists' input more often.

It would be helpful if the therapists got more family history and background from the workers as well as the service plan so they could know the plan and the goals.

Child and Family Team meetings usually happen, but they're usually after the case has been going for a while. Having a team meeting within a week of the first therapy session would be great. Caseworkers seem to think of team meetings as a place to get information rather than as a place to give information. Caseworkers seem to think they need to wait until the therapist has learned more before they have the first team meeting.

There is a need for better clarification and coordination between the CPS workers and the ongoing workers. The CPS worker leaves things undone for the ongoing worker to do them, and the ongoing worker expects the CPS worker to have already done them. There needs to be a good case transfer meeting.

Sometimes DCFS settles for C-level foster families. They need better educated and informed foster parents. DCFS also puts too many kids in each home, which burns out good foster families. Lots of difficult kids thrive when they're the only kid in the home. They don't do as well when they're placed with other kids their age.

There need to be better transitions from foster care to home. Often families don't have the money to pay for services on their own after the case closes.

Most families don't have the resources to hire an attorney to fight for their rights. Families need more advocates to help them understand what DCFS is asking them to do.

The quality of Child and Family Team meetings depends on the caseworker. About half of the caseworkers aren't prepared for team meetings, so those meetings aren't purposeful, they don't have an agenda, and they run too long.

DCFS ADMINISTRATORS, SUPERVISORS, and CASEWORKERS

Strengths

There's been a lot of emphasis on contacting fathers. Caseworkers are more diligent and aware and following through with fathers. They've also assigned particular employees to do kinship searches.

They've put an emphasis on updating plans. They asked every supervisor to review plans with their caseworkers. They had caseworkers highlight what wasn't current in the plan and then update them. They want to make sure plans are updated to reflect the current situation.

Until three months ago, caseworkers were buried in cases. They were able to hire 12 new workers who will finish training in April, so caseloads should be going down.

They're excited about the move toward strengthening in-home services. They like the Structured Decision Making model. They want to work with more families on a voluntary basis.

They're working on having a DCFS liaison staff cases with families that have delinquency issues and try to give the Probation Officer ideas of resources for the family so the child doesn't come into foster care. If necessary, DCFS will provide family preservation services instead of automatically putting the child in care.

DCFS has trained JJS on the Child and Family Team process. It's connected DCFS and JJS in a positive, partnering way.

Technology is very available and used by the region. They use Smartphones, tethering, and wi-fi. Parents can Skype visits if their children are placed out of the area.

There's more awareness of kinship. A pilot project was done in which CPS workers were expected to make kinship referrals within five days and have Medicaid in place within 30 days.

This region has greatly appreciated the work the State Office has done to develop the core work model and equalize resources among the regions.

The Strengthening Families program is great. They've used it successfully on TAL cases. The program has expanded to new locations. Even kids they didn't think would like it have liked it.

Improvement Opportunities

The drug testing program is working better in Utah County, but it's still problematic in the rural counties. Testing hours are limited and a testing site has been taken away. Some parents have to drive 35-40 miles to take a drug test.

Caseworkers have to spend too much time supervising visits so they don't have enough time to do other things. They're often transporting the kids to visits, too.

Funding is more readily available to foster kids than it is to kids who remain at home. Workers aren't yet seeing funds being transferred from foster care cases to in-home cases.

Loss of providers has made it difficult to find residential placement for kids. There's no residential drug treatment program for fathers. There's only one residential drug treatment program for mothers. Drug Court is struggling to find placements for people who need more intensive services than Intensive Outpatient Services.

GAL's and CASA's seem to have a different standard for returning kids home than DCFS has. They seem to be focused on quality of life issues, not safety issues. For example, kids are being kept in foster care because they're doing better in school.

III. Child and Family Status, System Performance, Analysis, and Trends

The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.

One child was on the run at the time of the review. In such cases, Safety is automatically scored unacceptable, which leads to the Overall Child Status on that case also scoring unacceptable. Because the child cannot be interviewed, no other indicators on the case are scored. For this reason the case count on Safety and Overall Child Status is 25 while the case count on all other indicators and Overall System Performance is 24.

Child and Family Status Indicators

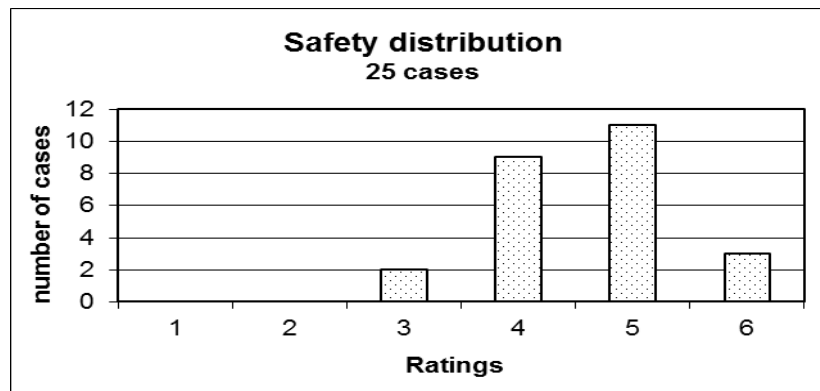
Overall Status

Western Child Status									
	# of cases (+)	# of cases (-)	Standard: 70% on all indicators except Safety which is 85% Standard: Criteria 85% on overall score	FY09	FY10	FY11	FY12	FY13 Current Scores	Trends
Safety	23	2	92%	83%	83%	100%	92%	92%	Improved and above standard
Child Safe from Others	24	0	100%				96%	100%	Improved and above standard
Child Risk to Self	23	2	92%				96%	92%	Decreased but above standard
Stability	17	7	71%	63%	71%	75%	83%	71%	Decreased but above standard
Prospect for Permanence	11	13	46%	54%	71%	63%	67%	46%	Decreased and below standard
Health/Physical Well-being	24	0	100%	96%	100%	100%	100%	100%	Status Quo and above standard
Emot./Behavioral Well-being	22	2	92%	91%	92%	96%	92%	92%	Status Quo and above standard
Learning	21	3	88%	83%	92%	92%	88%	88%	Status Quo and above standard
Family Connections	16	1	94%				94%	94%	Decreased but above standard
Satisfaction	22	2	92%	87%	88%	88%	96%	92%	Decreased but above standard
Overall Score	22	3	88%	83%	83%	100%	92%	88%	Decreased but above standard
			0% 20% 40% 60% 80% 100%						

Safety

Summative Questions: Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

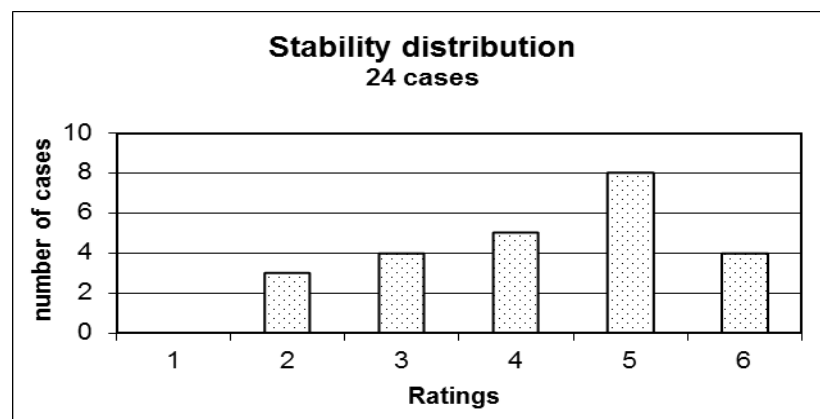
Findings: 92% of cases reviewed were in the acceptable range (4-6). This is identical to last year's score. Out of the 25 cases reviewed, only two had unacceptable scores on Safety. This indicator measures both the Child's Safety from Others and the Child's Risk to Self or Others. All of the children were safe from others. Two of the children were putting themselves at risk, one by inflicting harm on herself and the other by being on the run at the time of the review. When a child is on the run at the time of the review, Safety is automatically scored unacceptable.



Stability

Summative Questions: Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

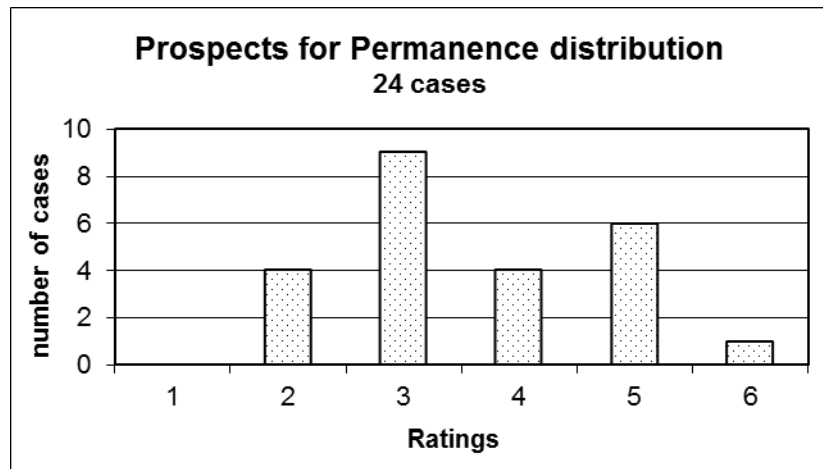
Findings: 71% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year's score of 83%.



Prospects for Permanence

Summative Questions: Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

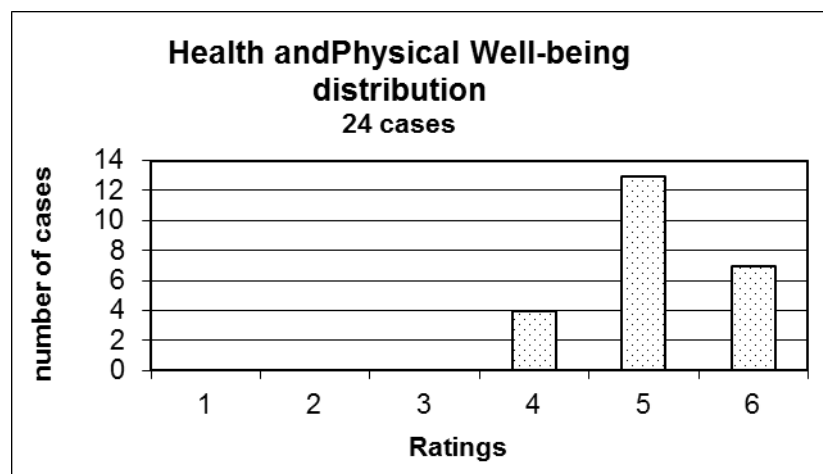
Findings: 46% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 67%.



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

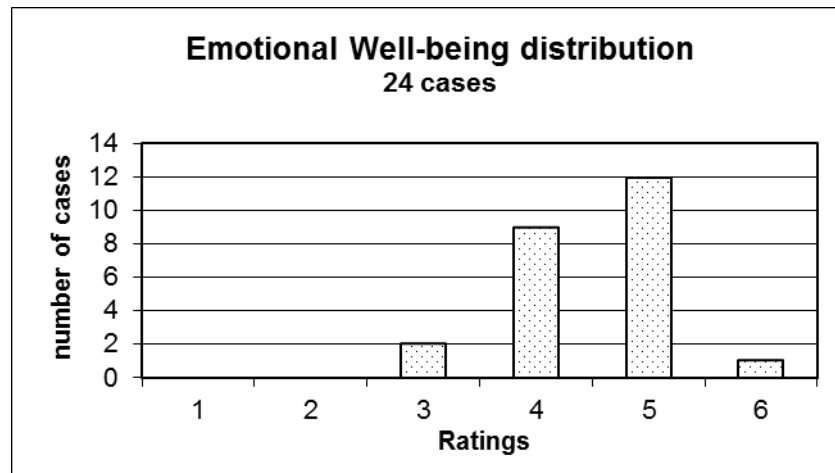
Findings: 100% of cases reviewed were in the acceptable range (4-6). This is the same as last year's score.



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

Findings: 92% of cases reviewed were within the acceptable range (4-6). This is identical to last year's score.

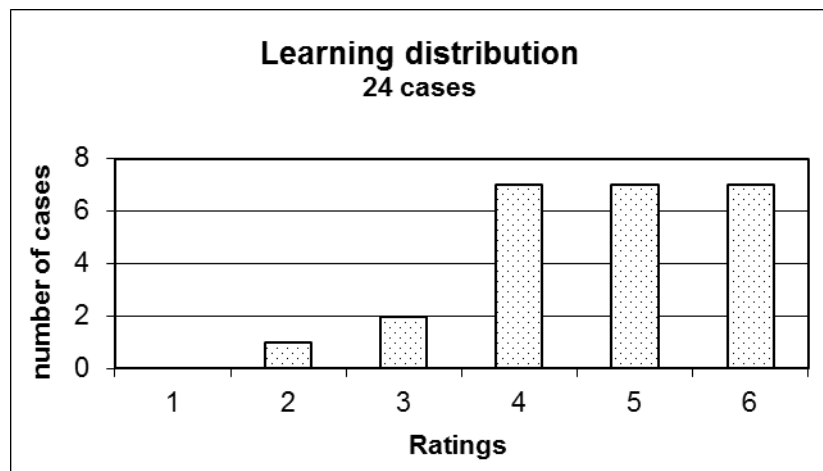


Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability?

Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

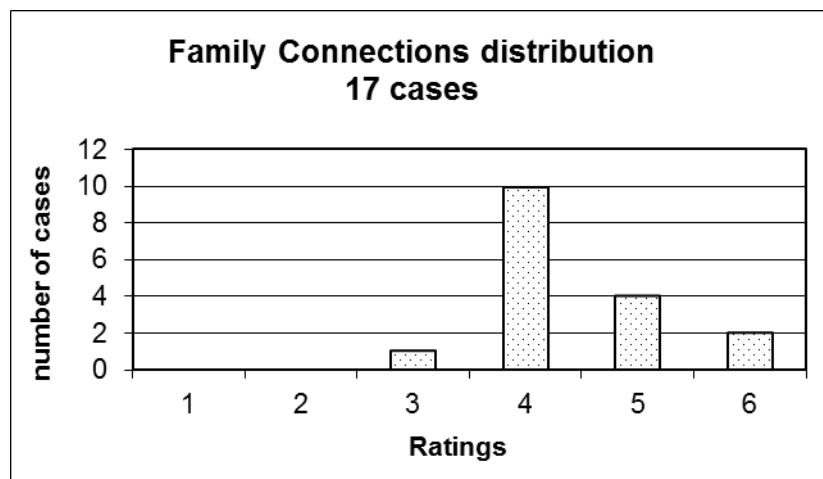
Findings: 88% of cases reviewed were within the acceptable range (4-6). This is identical to last year's score.



Family Connections

Summative Question: While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

Findings: This indicator measures whether or not the relationship between the child and the mother, father, siblings, and other important family members is being maintained while the child is in foster care. Ninety-four percent of cases scored acceptable on Overall Family Connections. This is identical to last year's score. The scores for Overall Connections, Siblings, and Mother were all very high at 94%, 100%, and 93% respectively. Scores for Fathers and Other were somewhat lower at 70% and 67% respectively.



Western-Family Connections FY2013			
	# of	# of	FY13
	cases	cases	Current
	(+)	(-)	Scores
Overall Connections	16	1	94%
Siblings	4	0	100%
Mother	13	1	93%
Father	7	3	70%
Other	2	1	67%

Satisfaction

Summative Question: Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

Findings: 92% of cases reviewed were within the acceptable range (4-6) on the overall Satisfaction score. This is a slight decline from last year's score of 96%. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for all individual parties were in at least the 80th percentile ranging from 94% for caregivers to 82% for fathers.

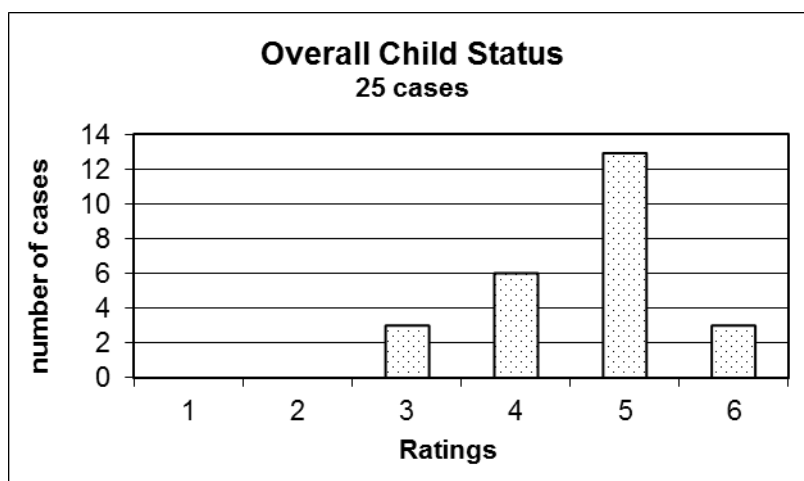


Western-Satisfaction FY2013			
	# of	# of	FY13
	cases	cases	Current
	(+)	(-)	Scores
Satisfaction	22	2	92%
Child	10	1	91%
Mother	15	2	88%
Father	9	2	82%
Caregiver	15	1	94%

Overall Child and Family Status




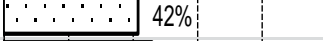
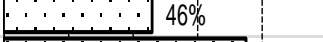



Summative Questions: Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 88% of cases reviewed were within the acceptable range (4-6). The overall Child and Family Status score decreased from last year’s score of 92% but remained above the 85% standard.



System Performance Indicators

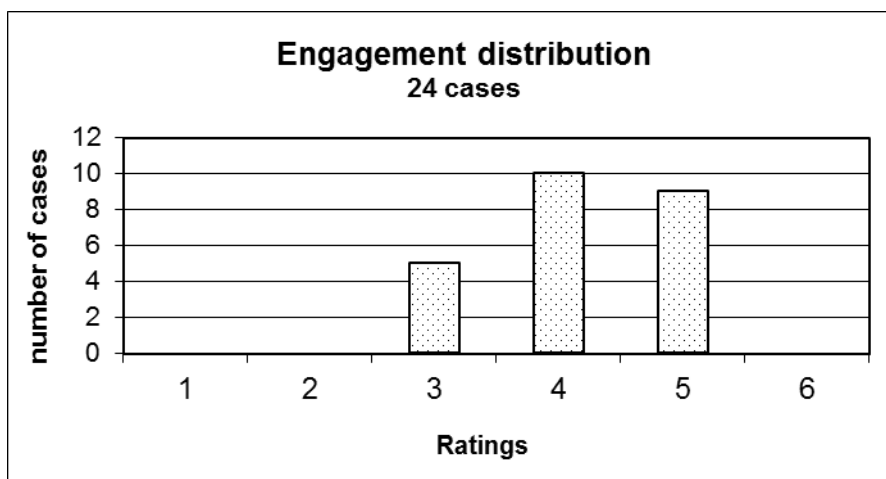
Overall System

Western System Performance										
	# of cases (+)	# of cases (-)		FY09	FY10	FY11	FY12	FY13	Trends	
			Standard: 70% on all indicators					Current		
			Standard: 85% on overall score					Scores		
Engagement	19	5	 79%	92%	88%	75%	88%	79%	Decreased but above standard	
Teaming	7	17	 29%	67%	79%	67%	67%	29%	Decreased and below standard	
Assessment	17	7	 71%	75%	75%	75%	71%	71%	Status Quo and above standard	
Long-term View	10	14	 42%	54%	71%	58%	54%	42%	Decreased and below standard	
Child & Family Plan	11	13	 46%	75%	71%	38%	58%	46%	Decreased and below standard	
Intervention Adequacy	18	6	 75%	92%	88%	88%	79%	75%	Decreased but above standard	
Tracking & Adapting	18	6	 75%	88%	92%	75%	92%	75%	Decreased but above standard	
Overall Score	16	8	 67%	88%	92%	83%	79%	67%	Decreased and below standard	
			0% 20% 40% 60% 80% 100%							

Child and Family Engagement

Summative Questions: Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

Findings: 79% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 88% but well above standard. Separate scores were given for Child, Mother, Father and Other. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 95% for the child to 43% for fathers.

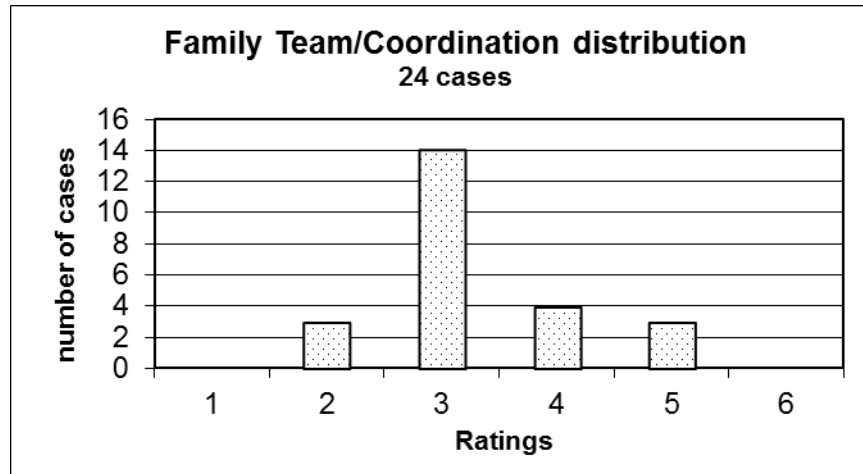


Western-Engagement FY2013			
	# of cases (+)	# of cases (-)	FY13 Current Scores
Engagement	19	5	79%
Child	18	1	95%
Mother	15	4	79%
Father	6	8	43%
Other	8	2	80%

Child and Family Teaming

Summative Questions: Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

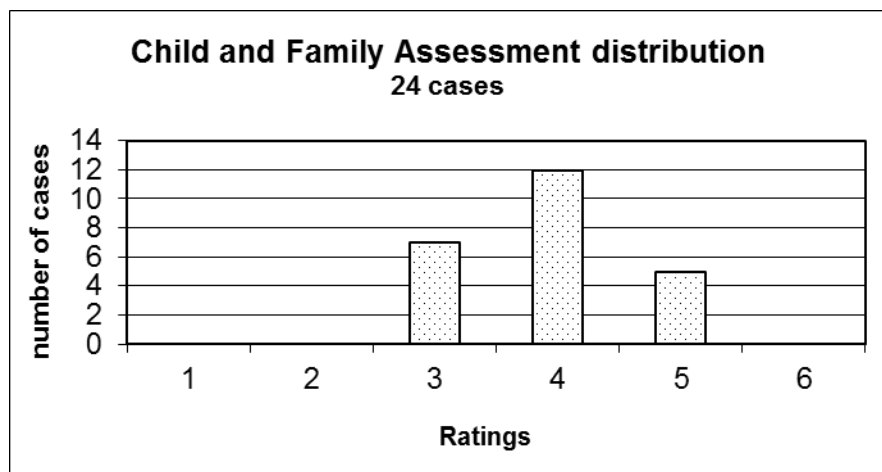
Findings: 29% of cases reviewed were within the acceptable range (4-6). This is a substantial decline from the score of 67% in the previous two years and is substantially below standard.



Child and Family Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

Findings: 71% of cases reviewed were in the acceptable range (4-6). This is identical to last year’s score and just above the 70% standard. Individual scores were given for this indicator. The highest score was the Caregiver score at 88%. The Child’s score was slightly lower at 83%. Mothers and Fathers scored significantly lower at 58% and 38% respectively.

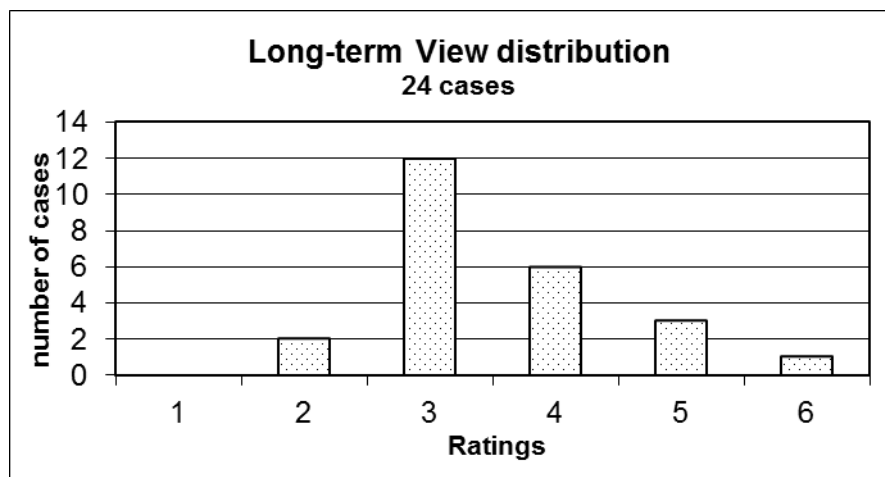


Western-Assessment FY2013			
	# of	# of	FY13
	cases	cases	Current
	(+)	(-)	Scores
Assessment	17	7	71%
Child	20	4	83%
Mother	11	8	58%
Father	5	8	38%
Caregiver	14	2	88%

Long-Term View

Summative Questions: Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

Findings: 42% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 54% and substantially below the 70% standard.

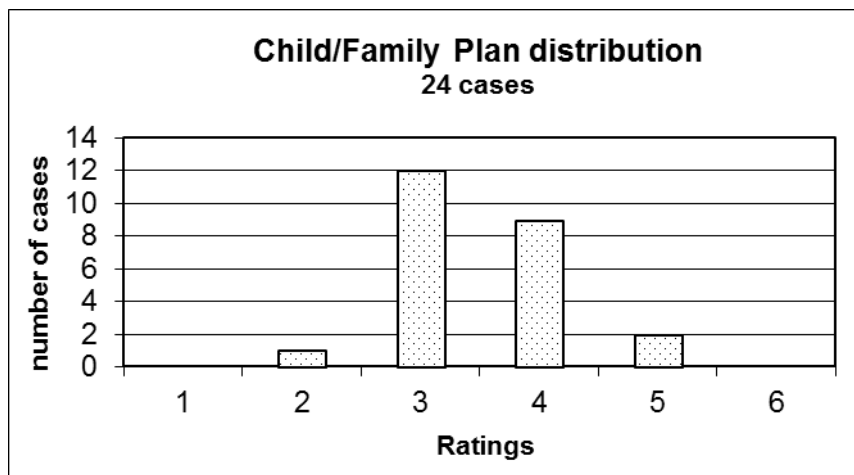


Child and Family Plan

Summative Questions: Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and

preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

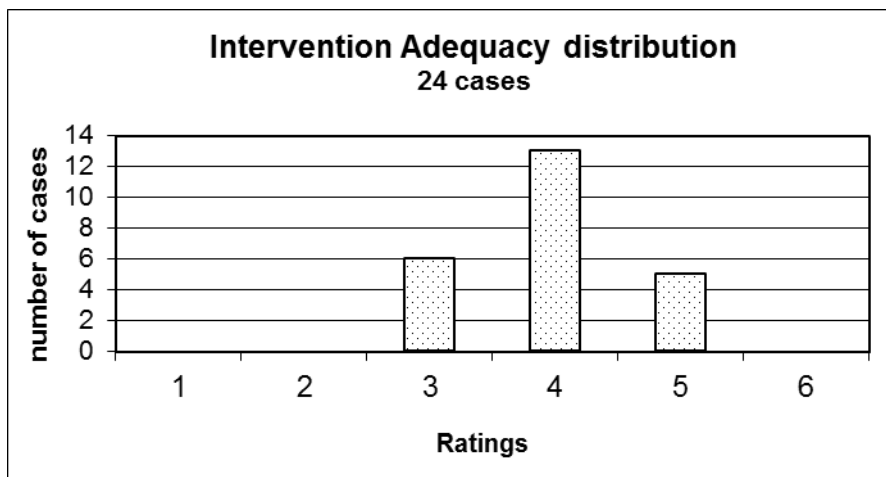
Findings: 46% of cases reviewed were within the acceptable range (4-6). This is a decline from last year's score of 58% and well below standard.



Intervention Adequacy

Summative Questions: To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

Findings: 75% of cases reviewed were within the acceptable range (4-6). This is a slight decrease from last year's score of 79% but still well above standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. The scores for Child and Caregiver met or exceeded the Overall Score at 83% and 87% respectively. The score for Mothers and Fathers were lower at 63% and 73% respectively.

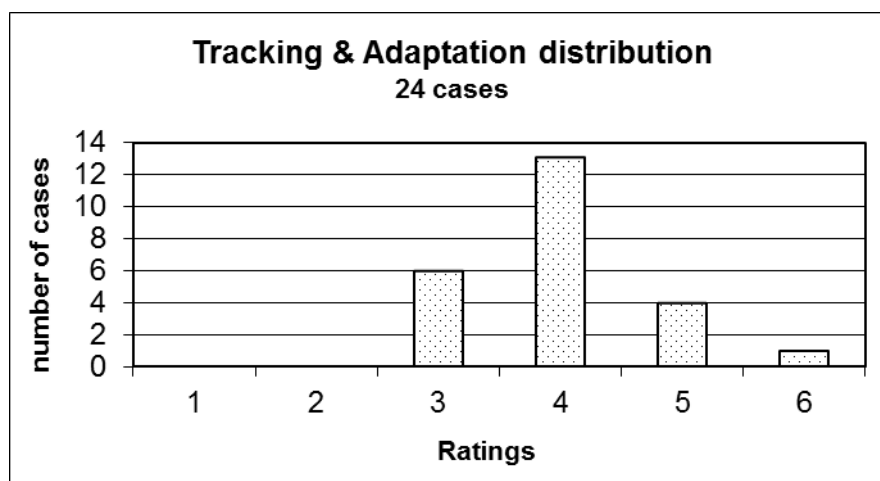


Western-Intervention Adequacy FY2013			
	# of cases (+)	# of cases (-)	FY13 Current Scores
Intervention Adequacy	18	6	75%
Child	20	4	83%
Mother	10	6	63%
Father	8	3	73%
Caregiver	13	2	87%

Tracking and Adaptation

Summative Questions: Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

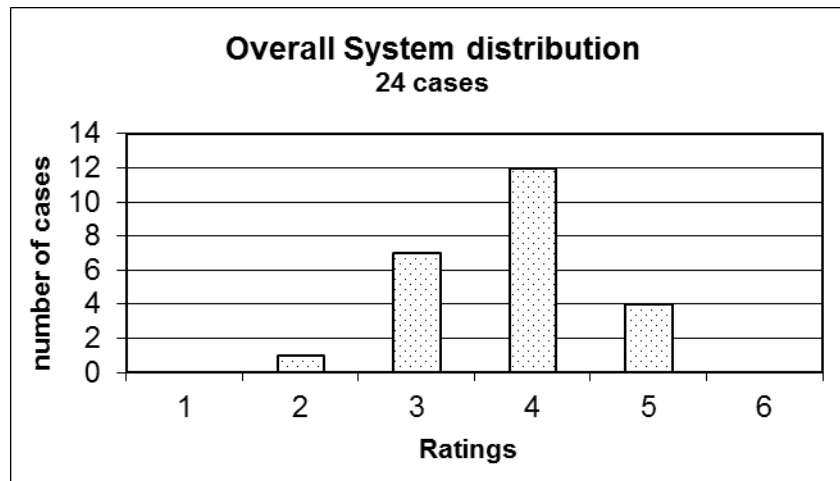
Findings: 75% of cases reviewed were in the acceptable range (4-6). This is a significant decrease from last year's score of 92% but still above standard.



Overall System Performance

Summative Questions: Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

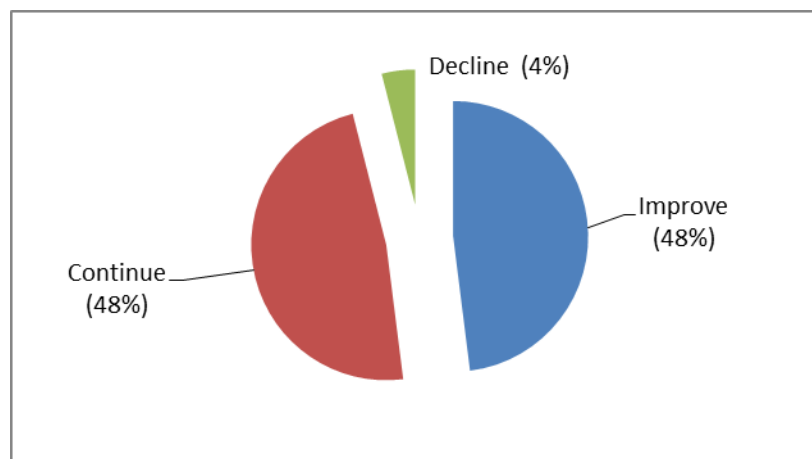
Findings: 67% of cases reviewed were within the acceptable range (4-6). This is a significant decline from last year's score of 79% and substantially below standard.



Status Forecast

One additional measure of case status is the reviewers' prognosis of the child and family's likely status in the next six months, given the current level of system performance. Reviewers respond to this question: "Based on current DCFS involvement for this child, family, and caregiver, is the child's overall status likely to improve, stay about the same, or decline over the next six months?"

Of the 25 cases reviewed, 48% (12 cases) anticipated an improvement in family status over the next six months. In another 48% of the cases, family status was likely to stay about the same. There was only one case where the family's status was expected to decline over the next six months.



Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well (these children and families would fall in Outcome 2).

The outcome matrix for children and families reviewed during the Western Region review indicates that 64% of the cases had acceptable ratings on both Child Status and System Performance. There were two cases that rated unacceptable on both Child Status and System Performance. The total comes to only 96% due to the one case that was not scored because the child was on the run at the time of the review.

	Favorable Status of Child Outcome 1	Unfavorable Status of Child Outcome 2	
Acceptable System Performance	Good status for the child, agency services presently acceptable. n= 16 64%	Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n= 0 0%	64%
Unacceptable System Performance	Outcome 3 Good status for the child, agency Mixed or presently unacceptable. n= 6 24%	Outcome 4 Poor status for the child, agency presently unacceptable. n= 2 8%	32%
	88%	8%	96%

V. Analysis of the Data

RESULTS BY CASE TYPE

The following tables compare how the different Case Types performed on some key child status and core system performance indicators. There were no family preservation (PFP/PFR) or voluntary cases (PSC). There were 20 Foster Care cases and five In-home cases. Foster Care and In-home cases both did very well on Overall Child Status and both scored below standard on Overall System Performance. Safety scores were excellent on both case types. Prospects for Permanency were much better on In-home cases than on Foster Care cases (80% versus 37%). There were no In-home cases that had an acceptable score on Teaming, and In-home cases scored significantly lower on Engagement. However, In-home cases scored significantly better on Child and Family Plan.

Case Type		# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care	SCF	19	95%	37%	89%	84%	37%	74%	42%	42%	74%	84%	68%
In-Home	PSS	5	100%	80%	100%	60%	0%	60%	40%	60%	80%	40%	60%
In-Home	PSC	0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
In-Home	PFP	0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency instead of abuse and neglect?” Five of the 25 cases (20%) in the sample are reported to have entered services due to delinquency rather than abuse or neglect. One of these cases was not scored because the child was on the run at the time of the review. The following table shows that delinquency cases scored similarly to non-delinquency cases on all of the compared measures.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	4	75%	25%	100%	75%
Non-Delinquency	20	70%	50%	90%	65%

RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were four different Permanency Goal types represented in the case sample. Cases with the goal of Adoption and Remain Home scored 100% on Prospects for Permanency. Cases with the goal of Individualized Permanency scored below standard (50%). Cases with the goal of Reunification scored 15%. Teaming also scored

the lowest on Reunification cases. All permanency goals except Individualized Permanency were above standard on Overall Child Status. Only Adoption cases scored above standard on Overall System Performance.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	3	100%	100%	100%	100%	33%	100%	100%	33%	100%	100%	100%
Guardianship	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Individualized Perm.	4	100%	50%	75%	100%	75%	100%	50%	50%	75%	75%	75%
Remain Home	4	100%	100%	100%	50%	0%	50%	50%	50%	75%	25%	50%
Reunification	13	92%	15%	92%	77%	23%	62%	23%	46%	69%	85%	62%

RESULTS BY CASEWORKER DEMOGRAPHICS

Caseload

The following table compares how caseload affected some key child status and core system performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. The case sample shows that almost half of the caseworkers (46%) have caseloads of 17 cases or more (11 of 24 workers). However, the workers with smaller caseloads performed only slightly better on Overall Child Status and Overall System Performance.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	13	100%	38%	92%	92%	31%	69%	31%	31%	77%	85%	69%
17 cases or more	11	91%	55%	91%	64%	27%	73%	55%	64%	73%	64%	64%

Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. Thirty-eight percent of the workers in the sample had less than two years experience and 63% of the workers had less than five years experience. This is very similar to the circumstances last year (33% and 67% respectively). The workers with the most experience scored 100% on Overall System Performance. These workers scored significantly better on Teaming than any other group of workers.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	3	100%	67%	100%	67%	0%	33%	0%	33%	67%	67%	67%
12 to 24 months	6	83%	17%	67%	67%	33%	67%	17%	33%	33%	83%	33%
24 to 36 months	3	100%	67%	100%	67%	0%	100%	67%	33%	100%	67%	100%
36 to 48 months	2	100%	50%	100%	50%	0%	100%	50%	0%	50%	50%	50%
48 to 60 months	1	100%	0%	100%	100%	0%	0%	0%	100%	100%	0%	0%
60 to 72 months	3	100%	100%	100%	100%	33%	67%	67%	67%	100%	67%	67%
More than 72 months	6	100%	33%	100%	100%	67%	83%	67%	67%	100%	100%	100%

RESULTS BY OFFICE

The following table compares how offices within the region performed on some key child status and system performance indicators. Cases from seven offices in the Western Region were selected as part of the sample. Of the offices with a small number of cases, Heber and Wasatch Mental Health both scored 100% on Overall System Performance. Of the offices with a larger number of cases pulled, Provo was the only office to score above standard on Overall System Performance. The Orem and Spanish Fork offices scored 60% and 50% respectively.

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
American Fork	3	100%	100%	100%	67%	67%	100%	100%	0%	67%	67%	67%
Delta	0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Fillmore	0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Heber	1	100%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Nephi	1	0%	0%	0%	100%	0%	0%	0%	0%	0%	100%	0%
Orem	5	83%	40%	83%	60%	0%	60%	40%	40%	80%	40%	60%
Provo	7	100%	43%	100%	86%	29%	71%	14%	71%	86%	100%	86%
Spanish Fork	6	100%	50%	83%	83%	17%	67%	33%	33%	67%	67%	50%
Wasatch Mental Health	1	100%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%

SYSTEM INDICATORS

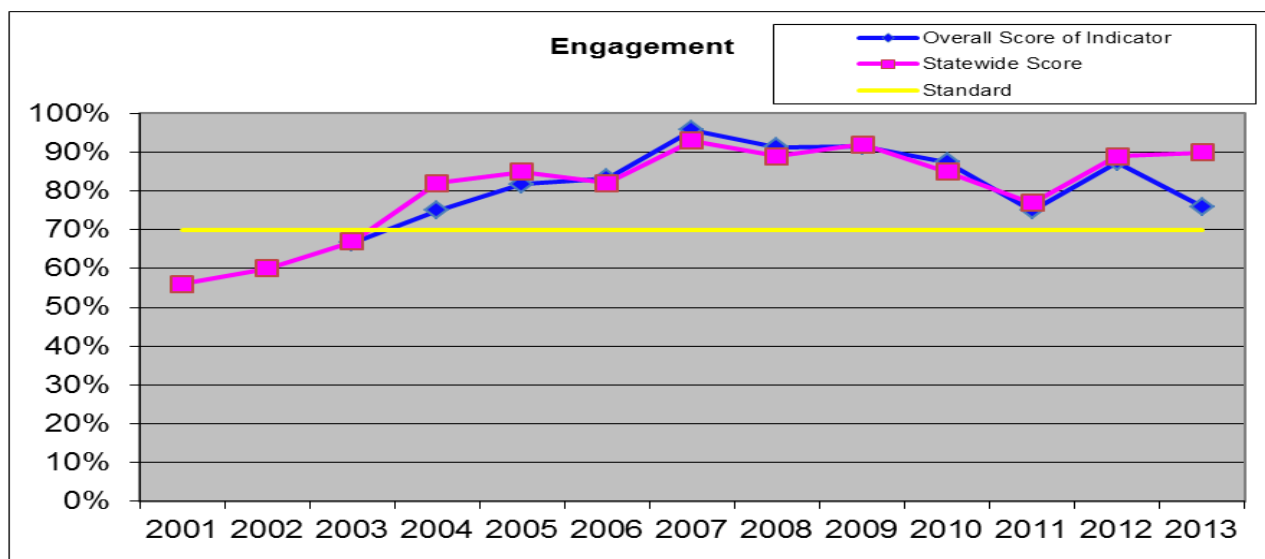
Below is data for all system indicators over the last 13 years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

Western region's score on Overall System Performance has declined for the past three years from a high of 92% in FY2010 to this year's score of 67%. The scores declined on all of the system indicators except Assessment, which remained the same.

Child and Family Engagement

Both the average and the percentage scores on Engagement showed a decline this year. Western region's score on this indicator had mirrored the state score for the past several years but fell significantly below the state score this year.

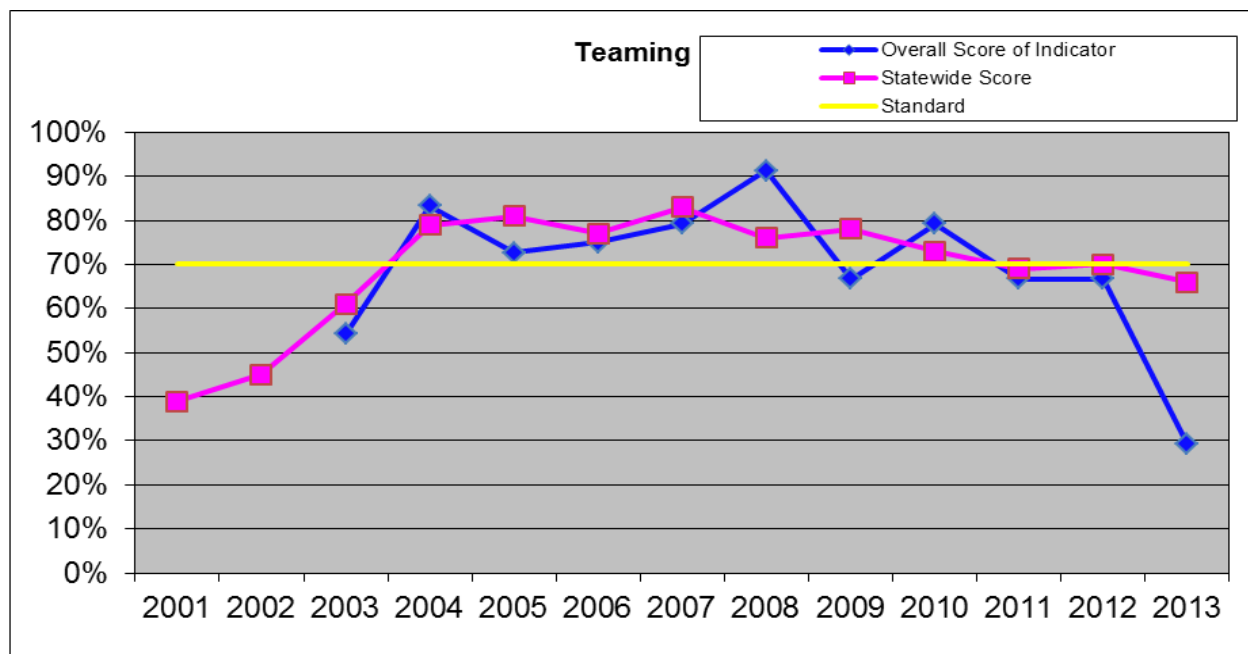
Engagement													
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Average Score of Indicator			3.75	4.17	4.36	4.42	4.46	4.43	4.58	4.58	4.08	4.57	4.47
Overall Score of Indicator			67%	75%	82%	83%	96%	91%	92%	88%	75%	88%	76%
Statewide Score	56%	60%	67%	82%	85%	82%	93%	89%	92%	85%	77%	89%	90%



Child and Family Team and Coordination

The Teaming score fell from 67% to 29% this year. This had a significant impact on the average score. Teaming has scored below standard for three consecutive years. The region score falls substantially below the state score this year.

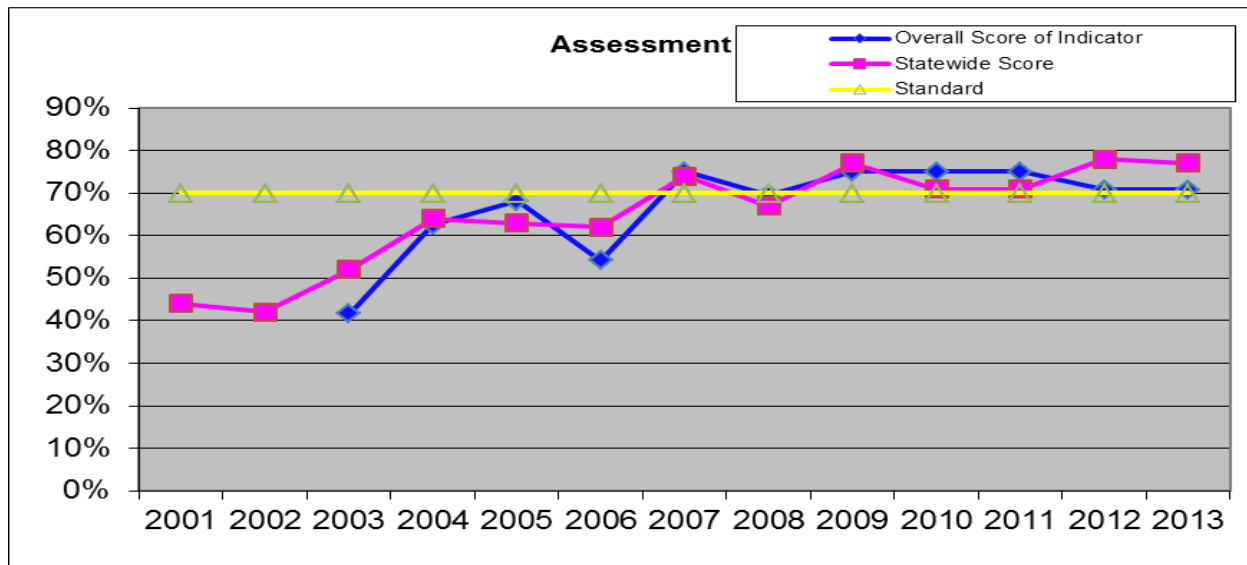
Teaming													
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Average Score of Indicator			3.67	4.08	4.18	4.17	4.08	4.39	4.08	4.33	4.00	4.00	3.29
Overall Score of Indicator			54%	83%	73%	75%	79%	91%	67%	79%	67%	67%	29%
Statewide Score	39%	45%	61%	79%	81%	77%	83%	76%	78%	73%	69%	70%	66%



Child and Family Assessment

The score on Assessment has been very consistent, ranging from 70-75% over the past seven years. Assessment was just above standard again this year at 71%. Although the percentage score remained the same, there was an increase in the average score, meaning scores on the indicator were higher this year than they were last year. The region is just a little below the state score on this indicator.

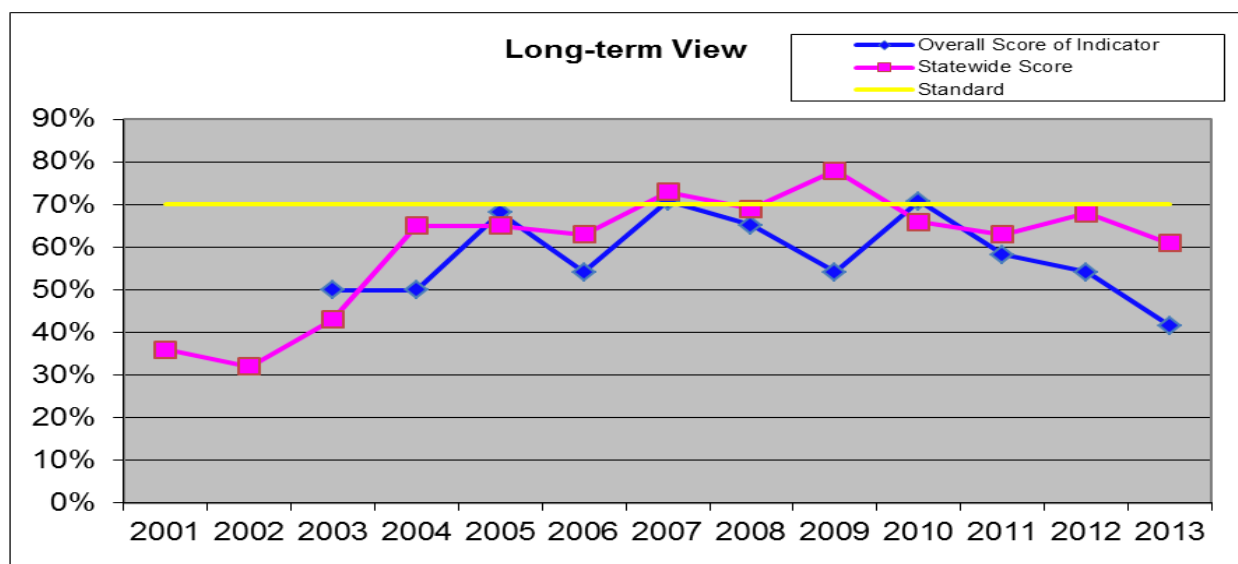
Assessment													
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Average Score of Indicator			3.33	3.79	3.82	3.83	3.96	3.87	3.92	4.00	4.04	3.83	3.92
Overall Score of Indicator			42%	63%	68%	54%	75%	70%	75%	75%	75%	71%	71%
Statewide Score	44%	42%	52%	64%	63%	62%	74%	67%	77%	71%	71%	78%	77%



Long-Term View

Long-term View has declined for three consecutive years and the region score has been lower than the state score in those years. Long-term View scored 54% last year and fell further this year to 42% with a corresponding decline in the average score.

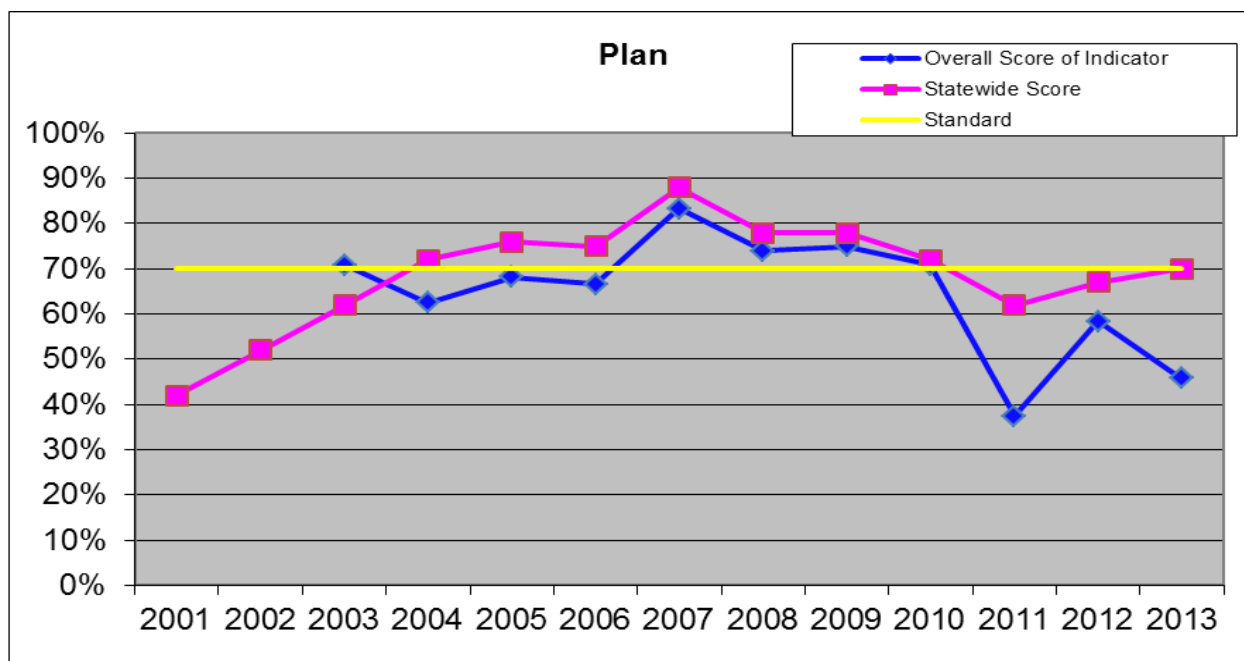
Long-Term View													
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Average Score of Indicator			3.38	3.58	3.91	3.71	3.92	3.91	3.54	3.88	3.63	3.67	3.54
Overall Score of Indicator			50%	50%	68%	54%	71%	65%	54%	71%	58%	54%	42%
Statewide Score	36%	32%	43%	65%	65%	63%	73%	69%	78%	66%	63%	68%	61%



Child and Family Plan

After rebounding 20 points last year, Child and Family Plan declined from 58% to 46% this year. The average score also declined. The region had been falling just a few points short of the state score, but region scores have been substantially below the state score for the past three years.

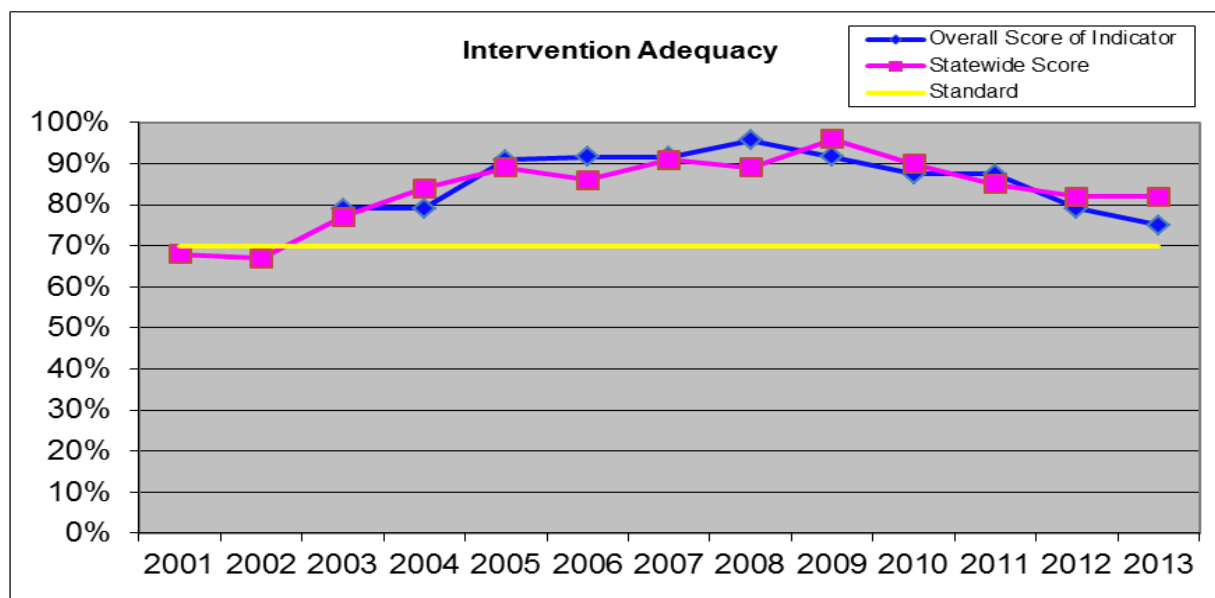
Child and Family Plan													
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Average Score of Indicator			3.83	3.83	4.09	3.96	4.13	4.00	3.96	3.83	3.33	3.75	3.50
Overall Score of Indicator			71%	63%	68%	67%	83%	74%	75%	71%	38%	58%	46%
Statewide Score	42%	52%	62%	72%	76%	75%	88%	78%	78%	72%	62%	67%	70%



Intervention Adequacy

Both the percentage and the average score for Intervention Adequacy declined this year; however, the percentage score is still above standard. The region has mirrored the state average for the past several years.

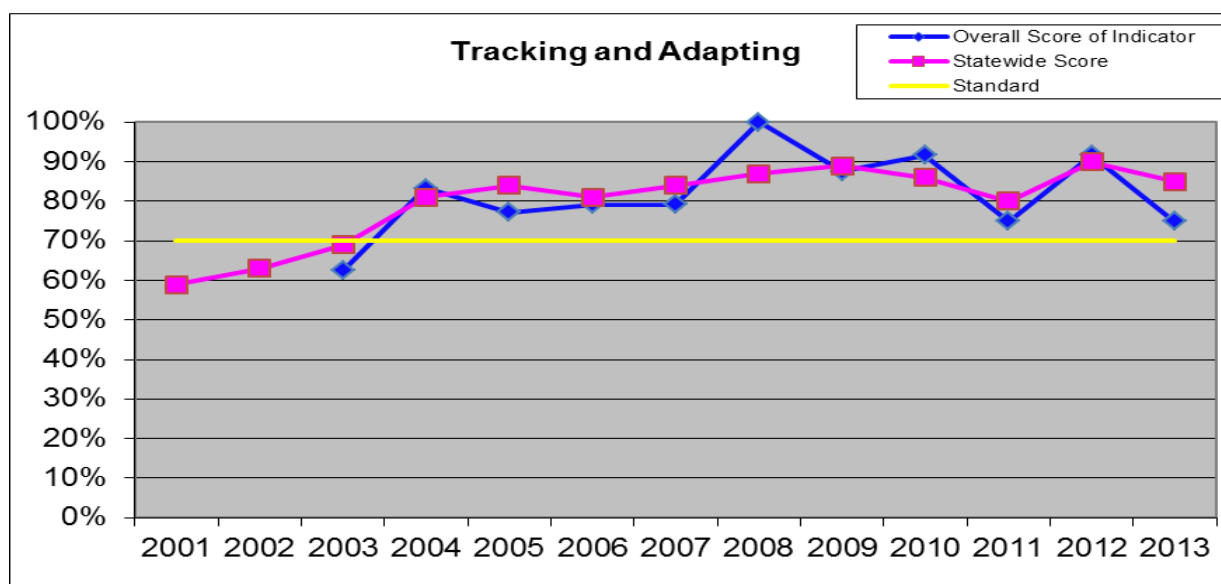
Intervention Adequacy													
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Average Score of Indicator			4.13	4.17	4.50	4.25	4.42	4.39	4.33	4.46	4.38	4.17	3.96
Overall Score of Indicator			79%	79%	91%	92%	92%	96%	92%	88%	88%	79%	75%
Statewide Score	68%	67%	77%	84%	89%	86%	91%	89%	96%	90%	85%	82%	82%



Tracking and Adaptation

Both the percentage and the average scores for Tracking and Adapting declined this year; however, the region has scored above standard on this indicator since 2004.

Tracking and Adaptation													
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Average Score of Indicator			3.96	4.46	4.36	4.42	4.46	4.74	4.42	4.50	4.17	4.38	4.00
Overall Score of Indicator			63%	83%	77%	79%	79%	100%	88%	92%	75%	92%	75%
Statewide Score	59%	63%	69%	81%	84%	81%	84%	87%	89%	86%	80%	90%	85%



V. Summary and Improvement Opportunities

Summary

During the FY2013 Western Region Qualitative Case Review (QCR), numerous strengths were identified about child welfare practice in the Western Region. It is clear that there is significant commitment and hard work devoted to ensuring the safety and well-being of the children and families. During the QCR review, a few opportunities for practice improvement were also identified that could improve and enhance the services being provided.

The Region exceeded the 85% standard for Overall Child Status with a score of 88%. This is the third consecutive year that the Overall Child Status score has exceeded the standard. It is also the third consecutive year that Safety has exceeded the standard. All other Child Status indicators also exceeded the standard except for Prospects for Permanency which fell below standard at 46%. Health/Physical well-being, Emotional/Behavioral Well-being, Family Connections, and Satisfaction all scored in the ninetieth percentile.

After years of above standard Overall System Performance, Western Region scored below standard the year before last at 83%, declined last year to 79%, and then declined again this year to 67%. Four of the System Performance indicators exceeded the 70% standard (Engagement, Assessment, Intervention Adequacy, and Tracking and Adapting); however, all but Assessment had declines from last year's scores. Teaming, Long-term View, and Child and Family Plan fell substantially below standard at 29%, 42%, and 46% respectively.

Improvement Opportunities

It is recommended that the Western Region use the 24 case stories as part of their ongoing effort to improve the services they provide to children and families. The case stories could be used to help sustain performance that is above standard and elevate performance that is below standard. Review of the case stories in which the indicators scored substantially well or optimal could be used as examples in an effort to help duplicate great work. Careful review of the case stories regarding the circumstances that resulted in the unacceptable ratings could be beneficial in formulating training opportunities or specific strategies to address those challenges. The region would benefit from focusing on the System Performance indicators during the coming year.

System Performance

Three of the System Performance indicators fell below standard (Teaming-29%, Long-term View-42%, Child and Family Plan-46%) and another indicator scored barely above standard (Assessment-71%). The other three indicators were above standard, but the scores on all of them declined. Overall System Performance was below standard for the third year in a row. OSR evaluated the case stories with unacceptable scores on Teaming, Long-term View and Child and Family Plan looking to identify missing pieces of practice that led to the unacceptable scores.

Teaming

There were 17 cases that had unacceptable scores on Teaming. The following reasons are listed according to the approximate frequency they were mentioned by reviewers as key factors that contributed to unacceptable teaming.

- There were key individuals or providers who were not participating in teaming.
- Team members didn't have a shared understanding of the needs, barriers, progress, or plan.
- Meetings were held infrequently, late in the case, or not at all.
- Family members weren't included in teaming.
- Meetings were not purposeful or key issues were going unaddressed.
- The team wasn't working effectively to move the case forward.
- Important informal supports hadn't been invited to participate in teaming.
- Team members, especially the family, didn't feel they had ownership of the team.

Long-term View

There were 14 cases with unacceptable scores on Long-term View. In 10 of these cases there was no consensus among team members about either the permanency goal or where the case was headed. To a lesser extent reviewers mentioned things such as lack of a concurrent plan, the goal being unrealistic, or there being no consensus on what the next step or placement should be.

Child and Family Plan

There were 13 cases with unacceptable scores on Child and Family Plan. By far the two most prevalent reasons reviewers gave for the unacceptable scores were that the content of the plan was out of date and that the child's needs were not addressed. Most plans adequately addressed the needs of the parents and caregiver.